

Overview & Scrutiny Committee

Monday, 29th June, 2015
6.05 - 9.00 pm

Attendees	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Chris Mason, Sandra Holliday, Helena McCloskey, John Payne, Chris Ryder, Max Wilkinson and Rob Reid (Reserve)
Also in attendance:	Richard Gibson (Strategy and Engagement Officer), Councillor Jordan (Leader), Keith Norris and Julie Sargent (Lido), Martin Surl (Police and Crime Commissioner), Jon Walklett (Cabinet Member Corporate Services) and Shirin Wotherspoon (OneLegal)

Minutes

1. APOLOGIES

Councillors Murch and Britter had given their apologies. Councillor Reid attended as a substitute for Councillor Britter.

2. DECLARATIONS OF INTEREST

Councillor Hay declared a non-pecuniary interest in agenda item 10 (Review of the Council's Performance at end of 2014-15) as a Trustee of the Cheltenham Trust.

Councillor Ryder declared a non-pecuniary interest in agenda item 12 (Updates from scrutiny task groups) as a Trustee of Third Sector Services.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting had been circulated with the agenda.

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 27 April 2015 be agreed and signed as an accurate record.

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS

None had been received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Clucas had provided a written update on the Health Community and Care Committee and Economic Development Scrutiny Committee. This was

taken as read and members were asked to contact Councillor Clucas directly with any queries.

Councillor McCloskey advised the committee that the Police and Crime Panel had not met since the last meeting of this committee, as a result of the elections. The panel and its new members would meet on the 10 July for a briefing and then formally on the 16 July. She used this opportunity to raise the issue of membership of this panel, which legislation dictated should be politically balanced, but with annual elections across the county this resulted in regularly revised membership and a loss of knowledge and expertise as a result, which she felt, was to the detriment of the panel itself. She advised the committee that she would be attending the Police and Crime Panel conference in Nottingham on 3 July.

7. CABINET BRIEFING

The Leader introduced the briefing which concentrated on the matter of devolution. The letter from Leadership Gloucestershire would be drafted imminently and would outline interest in areas of further devolution for the county and would include possible changes to the governance structures. Mark Hawthorne, the Leader of Gloucestershire County Council had confirmed that he would be happy to talk through a 'wish list' and whilst the government seemed keen on directly elected mayors, with the suggestion that they could replace the Police and Crime Commissioner role, there was no support for this in Gloucestershire. Members needed to decide what they wanted for Cheltenham and an option could be for a task group to consider this further. He also felt that, assuming cross party agreement could be reached, a motion to the July meeting of Council would be a useful way of progressing the debate.

The Chairman reminded members that a seminar on devolution had been arranged for 2:30pm the following day and that members were also welcome to attend the 5:00pm seminar in Tewkesbury if this was more convenient. The seminar would be facilitated by Phil Swan who had done a lot of work on devolution at the County Council and he was sure that members would find these sessions useful.

There were no questions or comments from members of the committee.

8. LIDO TRUST, CHIEF EXECUTIVE

The Chairman introduced the item which he had himself added to the work plan. He welcomed the representatives from the Sandford Lido and explained that they would make a short presentation. In accordance with the council's witness charter, questions had been submitted and in turn, responses had been circulated in advance of the meeting. These were taken as read and are attached at Appendix 1.

Keith Norris and Julie Sargent from the Sandford Lido, talked through a presentation (Appendix 2).

Keith Norris and Julie Sargent from the Sandford Lido gave the following responses to member questions:

- The Lido attempted to open negotiations about the lease when they were applying for Heritage Lottery funding but the council had wanted to

renegotiate terms and at the time the focus had needed to be on the Heritage Lottery bid. Now was the time for them to reopen negotiations as they felt that with only 5 years remaining on the current lease, this would hinder their ability to apply for funding.

- A balance needed to be achieved between commercial gain and health & safety. The main pool could accommodate 456 people and the small pool 40 but there could be 3000-4000 people on site on any given day and they had to be mindful of risk. Research was ongoing into ways of monitoring use at any one time. Consideration had been given to a coloured wristband system but this would be very difficult to manage. When demand rose on 'heat wave' days, the Lido would slow entry but this often resulted in long queues which posed health and safety issues in itself.
- They did not know enough about the Cheltenham Trust to know whether there could be any synergy with the Lido but did stress that leisure centres such as Leisure@ used dry activities to fund the pools, whereas the Lido used parking. The Lido already worked hard at advertising and outreach work.
- There was a lot of natural shading on site as a result of the landscaping and people were more aware of the dangers of sun exposure. Induction training covered ways for staff to communicate concerns to patrons and the Lido had extended opening hours from 9.30am on a Tuesday and Thursday to allow families with small children to avoid the hottest times of the day.

Julie Sargent and Keith Norris thanked the committee for giving them the opportunity to showcase their achievements and aspirations for the future.

Members of the committee expressed their support for what one of them described as a heritage asset and hoped that negotiations could be opened up again.

No decisions were required.

9. POLICE AND CRIME COMMISSIONER FOR GLOUCESTERSHIRE

The Chairman introduced the item which he had himself added to the work plan. He welcomed Martin Surl, the Police and Crime Commissioner for Gloucestershire and explained that in accordance with the council's witness charter, questions had been submitted in advance of the meeting. Martin Surl had not submitted written responses, instead preferring to provide verbal responses (see table below).

1.	Question from Councillor McCloskey
	In your recent interview with the Echo you said "It's my job to represent the public". How do you keep in touch with Gloucestershire residents and Cheltenham residents in particular?
	I communicate with the 600,000 people in Gloucestershire and 116,000 in Cheltenham in a range of ways. I maintain a high media profile, I'm always happy to provide a comment. I have a neighbourhood engagement vehicle (NEV) which travels around the county and was most recently used to consult Cheltenham residents on the use of

	Automatic Number Plate Recognition cameras in the town. I am active on social media and I meet with various groups on a regular basis.
2.	Question from Councillor McCloskey
	Of the 6 priorities outlined in the Police and Crime Plan, which do you consider are making good progress and which would you wish to develop more? Please give reasons for your answer.
	The plan is almost a carbon copy of my manifesto, though I did add a safer cyber priority in light of what I felt to be an emerging issue. All priorities are linked and provide a framework for the Police to work within. I have been in post for almost 3 years and I feel that the plan is becoming embedded.
3.	Question from Councillor McCloskey
	What partnership working is taking place with the Health and Wellbeing Board in relation to drug use and alcohol use? How is this work improving the situation in Cheltenham?
	I do have a place on the Health and Wellbeing Board but I am not the Chair. Every organisation that is represented has been tasked with agreeing what their organisations could do to support the alcohol agenda. Local councils are also being encouraged to get involved.
4.	Question from Councillor McCloskey
	What reduction in front line staff can the residents of Cheltenham expect, and what assurance can you give that there will be no loss of service to the public?
	The last few years had been difficult, financially, for the constabulary, having lost £18m from their budget. Government said that it would take 2.5 years to balance the books but further cuts were expected and estimated at £16m and Cheltenham would have to take its share. That being said, the finances are in a relatively strong position and preparations were being made for the additional cuts. A new plan for policing the county as one, rather than as four towns would soon be in place and would prevent policing becoming so small it was ineffective. I have read reports that numbers of officers in Cheltenham have reduced from 8 to 3 but I do not recognise either of these numbers. Three stations would be retained in Cheltenham; Lansdown Road, Municipal Office reception (though full details were yet to be finalised) and Hesters Way. He urged members not to be solely concerned about frontline police and assured members that specialist resources were in place which could be called upon when required i.e. child protection, forensics, etc.
5.	Question from Councillor Harman
	The Borough Council approved the night time levy and you gave an assurance that the police element would be used in Cheltenham. Can you detail how the money is being spent and the outcomes that have been achieved?
	The legislation relating to the late night levy could undoubtedly be refined but the decision was made that, in Cheltenham, the levy would be used to reduce demand rather than put more police on the streets.

	<p>Purple Flag (£31k) – to appoint a Night-Time Economy coordinator that will secure and maintain Purple Flag status for the town centre, which was equivalent to a Blue Flag for beaches.</p> <p>St Pauls streetwatch (£1k) A joint project between local residents, university students and the police. Operating bi-weekly volunteer patrols to address issues of antisocial behaviour (nuisance, personal and environmental), and discourage and prevent crime. Funding has been provided for radios and lollipops.</p> <p>Hub Bistro (£6k) Feasibility study to investigate the possibility of developing an alcohol-free venue in Cheltenham town centre that would provide a quality late night alternative to the current alcohol-centred late night economy.</p> <p>I also used some of my personal budget to fund a body camera for the taxis marshal in Cheltenham.</p> <p>Ultimately, it is for the council to decide what kind of night time economy it wants for the town as the licensing authority, which the Police can then help monitor and manage.</p>
6.	Question from Councillor Payne
	<p>The introduction of the position of Police and Crime Commissioner was seen in many quarters as controversial and unnecessary. How do you justify the post, and in particular what added value does the post bring to the Police?</p>
	<p>I do not feel it necessary to justify my post as the role has been endorsed by Government, I was duly elected by the people of Gloucestershire and I have been in post for almost 3 years now. I meet with the Chief Constable on a weekly basis and challenge all financial decisions. Lansdown Road is not fit for purpose and instead due to my intervention will be replaced. The cost of the new custody block was reduced from £13.9m to £12.4m due to my intervention. The Police and Crime Panel is being delivered with over 185 voluntary and community organisations.</p>
7.	Question from Councillor Payne
	<p>It has been reported that 30,000 people have been subjected to identity theft in the first three months of this year, in addition the government has said recently that Cyber-attacks on big British businesses are almost inevitable. Nine out of ten large companies suffered a security breach last year. How is your initiative on cyber-crime going to address this issue, and what metric will you use to assess the effectiveness of the programme?</p>
	<p>Adding safer cyber to the Police and Crime Plan was a difficult decision given that this was a new area of work and £18m had been cut from the budget and as such half of the council tax revenue had been used to find it. The Gloucestershire Safer Cyber Forum was set up and allowed for businesses to report attacks anonymously so as to protect their reputation. Gloucestershire was in the top 10 areas in the country for detecting and preventing cyber crime. School children, the elderly and sole traders were also educated on how to stay safe online.</p> <p>Whilst this is a big problem, I feel that there is a lot we can be doing</p>

	locally.
8.	Question from Councillor Payne
	What are you doing to address the issue of officers physical fitness to perform their duties?
	Officers are required to pass a standard fitness test every two years and if not, they have a limited time to address the problem, before being removed from action. This would likely become more of an issue now that the retirement age had been raised to 60 years.
9.	Question from Councillor Payne
	The 'bobby on the beat' was seen by many as a reassuring sign, today it would appear that most police officers and PCSO's patrol in vehicles, and many minor incidents are simply recorded. How are you tackling the perception held by many people that they are at risk from crime?
	PCSOs should be walking for most of their shifts. A small number of officers were still being recruited and would be required to undertake 400 hours of foot patrol in their first years in the role. I feel it is more reassuring to the public that the Police are where they are needed, when they are needed, rather than walking around aimlessly. I'd suggest that regular police patrols could even have the opposite effect and make people feel as though there was an increased risk of crime rather than making them feel safer. In response to a supplementary question about special constables the P&CC said that they had large role to play in the future of policing and he saw the numbers increasing to make up for job losses. He also saw roles such as Street Pastors as important, commenting that they provided support that the Police did not have the resources to do.
10.	Question from Councillor Ryder
	With police presence being seen less on our local streets, PCSOs have taken up this role and have built up a good community rapport. With the threat of cuts being made within your authority, what reassurance can you offer to the public of Cheltenham, we will not lose the count of PCSOs that we have at this present time?
	PCSOs are the face of policing on the streets and are still an important part of the plan. I believe PCSOs are more effective in smaller communities, where they can get to know local people, make contact with local Schools, etc. Whilst I can't see the number of PCSOs increasing, there certainly won't be cuts disproportionate to any other cuts.
11.	Question from Councillor Ryder
	What are your thoughts on 'Community Policing' by the general public, which has been reported to be taking place in certain areas across Britain. Would you class this as a 'Help or a Hindrance' to the force?
	I believe that communities taking an interest in policing of their local area is useful and invaluable to the Police but I do not support the vigilante approach.
12.	Question from Councillor Ryder
	It is alleged that children/teenagers are being used to pick pocket, shoplift and take part in criminal operations; here in Cheltenham it was reported

	of a serious incident where a youth was involved with an older perpetrator to enter dwellings with intent to steal. How would you/do you approach this issue, young offenders who are caught, are they convicted or due to budget restraints, just have a warning?
	A youth that is being used as an accomplice by an adult to commit crime is at the very least, being neglected and at the extreme, being abused and convicting them for their part could cause more problems in the long term than it addressed in the short term. It was likely that these youths would be cautioned and any cautions were monitored by the CPS. Ultimately any child in these circumstances would need support from various agencies. I would note that criminality in youths is reducing across the county.
13.	Question from Councillor Mason
	How are the problems relating to drug and alcohol abuse in the town centre going to be tackled over the next 5 years? I am particularly, but not exclusively interested in the effect on our youth.
	CBC has to decide what it wants from the night time economy and then, with Licensing, the Police would help to monitor and manage.
14.	Question from Councillor Mason
	Given the role Montpellier plays in attracting visitors to Cheltenham and the number of incidents relating to vandalism, can I have your views on the merits of installing a CCTV camera that covers Montpellier Street?
	CCTV was provided by CBC and if CBC wanted to increase the number of cameras in the town, then the Police would support them. There were 30 reported incidents of vandalism in the Montpellier area in the last 12 months and for these 30 incidents there had been 100% detection rate. Bulletins which included CCTV images of suspects were circulated by the Police in some instances.

Members raised further questions and Martin Surl provided the following responses;

- He was not able to comment on the exact number of Officers in Cheltenham for security reasons but could advise the committee that there were 1184 in the entire county. This number would reduce in preparation for the additional spending cuts and numbers would vary from shift to shift and to meet demand.
- He received quarterly progress reports on each of the projects that had been funded by the Late Night Levy and they were assessed against the criteria of each bid. The Hub Bistro project was only at the scoping stage at the moment and should it come to fruition, he did not envisage that public money would be used to support it. Something similar had been set up in Gloucester some two years ago and this was set to become self-funding.
- The best place for any PCSO to be was on their own patch but it was no longer possible to have stations in every area. As of the 23 July all Police Officers and PCSOs would be issued with Galaxy 3's which included 85% of the applications required. This would release a lot of Police Officer and PCSO time, negating the need for them to return to

the station and would be equivalent to 60-70 officers in time. Officers were also being encouraged to take any breaks whilst out and about rather than returning to the stations.

- The constabulary had been prevented from signing a lease with the council because despite only wanting a small room in the building in Oakley, the lease included liability to repair and maintain the entire building. With the Municipal Office reception going ahead, an Oakley base was no longer such a priority, but that was not to say that if something similar to Charlton Kings came up in Oakley, that it wouldn't be considered.
- There was a PCSO based in the All Saints Academy and this was something that could be replicated in other schools but this was a decision for the Chief Officer. He suggested that every school and nursing home should know their PCSO.

The Chairman thanked the Police and Crime Commissioner for his attendance and asked if there was anything that the council could do make policing the town easier. The Police and Crime Commissioner responded by asking that the authority be clear about what it wanted from its night time economy and to, not only hold the Police to account when there was an issue, but praise them when something went well.

The committee paused the meeting at 19:55pm.

10. REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF 2014-15

The meeting reconvened at 20:05.

The Strategy and Engagement Manager introduced the performance report for the end of the financial year 2014-15, which would be tabled at Cabinet on the 14 July 2015. He explained that the covering report summarised how the council had performed in regard to milestones and measures set out in the 2014-15 action plan. 84 milestones had been identified in the 2014-15 action plan and of these 67 (80%) were complete. Some of the milestones were not achieved within the financial year but had robust plans in place in order that the milestones would be achieved within the first quarter of 2015-16, some were not achieved and others were closed as the project was no longer required. There was 1 which was not updated; this related to the car parking strategy and the committee were advised that the Director responsible for this particular milestone, the Director Environment and Regulatory Services, had advised that this was due to the complexity of the issue and had committed to circulating a briefing to O&S members explaining the current position. The 2014-15 action plan identified 59 key indicators which were used to track progress; of which the council was directly accountable for 42 and 7 of which were community-based indicators, where no targets had been set. Of the 42 CBC indicators, 11 targets had been missed.

The Strategy and Engagement Manager gave the following responses to member questions;

- Leisure@ used a significant amount of energy and had recently undertaken a number of energy saving initiatives, but there was no incentive for the Trust to reduce emissions other than the need for them to deliver within budget. They bought their electricity through the council

as the council was able to purchase electricity at a better rate than the Trust could directly but this arrangement was mutually beneficial as the council only qualified for the better rate because of the amount of electricity that Leisure@ used.

- The target relating to the number of planning applications refused was used as a means of measuring the quality of the pre-application advice. Ultimately the lower the number the better in that sense but he took on board the suggestion that a percentage of the raw figure would be more meaningful.

A member accepted that the car parking strategy was a complicated issue but felt that the perception of the public could be that the council did not have any form of strategy. As such, he suggested that not only should the committee receive a briefing on the current situation, but also, that all members receive regular updates.

The committee also agreed that an update on the drug dealing milestone would be added to the work plan for a future meeting.

No decision was required.

11. PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY

The Chairman introduced this item by explaining that there had been discussion about withdrawing the item from the agenda as a result of no covering report having been produced. The Cabinet Member Corporate Services had explained that GOSS hoped that all partners (Cheltenham, Cotswold, Forest of Dean and West Oxfordshire) consider the strategy at their July Cabinet meetings and as such, the Chairman had agreed that the Cabinet Member could instead provide a verbal update in support of the draft strategy.

The Cabinet Member Corporate Services introduced the draft Procurement and Contract Management Strategy which covered all four GOSS partner authorities, as well as CBH and Ubico and would replace the existing CBC Corporate Procurement Strategy.

GOSS considered it necessary to develop a common approach to achieve effective procurement across all partners and this included a shared procurement strategy. Two pieces of legislation (the Public Contracts Regulations 2015 which were laid in Parliament on 5 February 2015 and came into force on 26 February 2015 and the Public Services (Social Value) Act 2012) had also raised a number of amendments. He felt that the Social Value Act was particularly interesting as it placed a duty on local authorities, at the 'pre-procurement' phase of procuring services, to consider how and what was being procured might improve the economic, social and environmental well-being in the community. Another interesting addition, and particularly relevant to O&S given that they had raised something on the issue when he had last updated the committee in October 2014, was the reference to small to medium enterprises (SMEs) and the addition of an aim for the strategy to stimulate the local economy and support local businesses and communities. He acknowledged that the committee had not been given very much time to consider the strategy and that there was only a short period of time before it was scheduled for consideration at Cabinet, but reiterated that the delay had been due to the new legislation.

The Cabinet Member Corporate Services gave the following responses to member questions;

- The council did not have a preferred supplier list, however Cheltenham had developed a call-off contract; a list was developed for a specific tender with a list of list of preferred contractors. The Cabinet Member would look at whether any other districts in the county used a preferred supplier list.
- Internal Audit would monitor performance and achievements and report back to the Audit Committee. The suggestion was that the O&S Committee could review whether culture was changing and how those using the strategy felt it was working. It was suggested that 12 months would be suitable time to undertake this review.

A member echoed comments he had made in the past, that the culture of the organisation needed to change so that contracts were not of such a scale that smaller, local businesses couldn't bid, though he admitted that a larger number of small contracts would require more in the way of managing.

12. UPDATES FROM SCRUTINY TASK GROUPS

The Democracy Officer introduced the scrutiny task group summary which had been circulated with the agenda.

Cheltenham Spa Railway Station STG: recommendations had been agreed and the draft report was being finalised. This would be done by email and was on target for completion for the September meeting of the committee.

Cycling and Walking STG: the group were scheduled to meet for the last time on Monday 6 July and work on the draft report was progressing well.

Broadband: Councillors Britter, Babbage and Whyborn had volunteered for a possible task group. Gloucester City had been contacted to ask whether any members were interested in undertaking joint scrutiny of the issue, but no response had been received as yet. The main objective of the group would be to establish where and what the issues were in relation to slow broadband, though the terms of reference could not be finalised until Gloucester City had made a decision about whether they wanted to participate.

Pub Closures: no action had been taken on this issue, indicating that it was not a priority for the committee and as such it would be removed from the summary.

Shopmobility: Councillor Payne referred members to the report which was circulated prior to the meeting. He explained that Shopmobility had been served notice to quit its existing premises in the Beechwood Arcade by June 2015. This had since been extended to November, but given the urgency, the Chief Executive, in consultation with the Chair and Vice-Chair of the O&S Committee, had set up a task group. The task group had met twice and established that the service, which was wholly funded by the council and did not make a profit, was used by 350 people who either paid an annual membership fee of £28 or £7.50 one-off payment (which automatically reverted to an annual membership if used 4 times or more in a 12 month period). Each use of a mobility scooter cost the council £21. Asked where the service would be ideally

located, those that ran the service had said, the ground floor of the Regent Arcade. The Regent Arcade, along with two other locations; Henrietta Car Park and the Horse and Groom site at 30 St George's Place were considered by the task group as possible future locations for the service and were prioritised in that order. The group concluded that the Shopmobility service should continue and that the priority of the coming three months should be finding a suitable location to relocate to, with minimum disruption. Beyond that, a more detailed review of the current service would be required, to include a full financial analysis of both the cost of the service and the fees charged. It was possible that this could then form part of a commissioning exercise and/or partnership arrangement.

In response to member questions, Councillor Payne explained that many of the possible partners for this service, including Third Sector Services, wanted to first know, where the service would be sited before they would give further consideration to a possible partnership arrangement. Whilst there was potential to grow the service, there was a limit and it should therefore be considered whether an alternative site would allow for staff to do other things. Re-location of the service was the priority. Clearly some of the proposed sites would have better transport links than others, but the service did offer a meet and greet service which could continue from a new site. Charges for this service varied across the country, with Gloucester charging less.

The Townscape Manager confirmed that commercial rent would need to be paid on a unit within the Regent Arcade but that negotiations were currently in progress on a unit on the First Floor of the arcade which had historically been underused. He also confirmed that whilst the Chamber of Commerce had confirmed their ongoing support (not financial) for the service, they had not come forward with an offer to relocate the service.

Councillor Payne thanked the Democratic Services Manager for her work on the final report.

The Chairman thanked the members and officers for their work and moved to consider the recommendations of the task group.

Upon a vote it was unanimously

RESOLVED that the terms of reference for the Scrutiny Task Group be approved and the committee recommend to Cabinet that:

- 1. The Shopmobility service should continue to be a service provided in the town;**
- 2. The priority for the next three months should be to find a suitable location taking into account the task group's assessment of the suitability of their current potential locations and then the management of the relocation with minimum disruption to the service;**
- 3. Stage 2 should be a more detailed review of the current service including a full financial analysis of both costs of the service, the**

fees charged and some assessment of the economic benefits in time for the budget setting for 2016-17;

- 4. Subsequent to relocation, strategies to enhance the service should be considered, including partnership options with other local providers;**
- 5. The Scrutiny Task Group continue to in their work giving their views directly to Cabinet or officers tasked by cabinet to undertake work in respect of the Shopmobility service if urgency means they cannot be brought to the Overview and Scrutiny Committee.**

13. REVIEW OF SCRUTINY WORKPLAN

Members reviewed the work plan, which set out what was scheduled for consideration by the committee at its next meeting. This included the LGA Peer Review, where members would have to consider progress against the action plan and whether there was any value in the Review Team returning to carry out any follow-up. The committee felt that all members should be invited to take part in the 2020 vision item, where consideration would be given to the business case. The Lead members would meet to finalise the agenda in due course.

14. DATE OF NEXT MEETING

The next meeting was scheduled for Monday 21 September 2015.

Tim Harman
Chairman

Overview and Scrutiny Committee – 29 June 2015

Member Questions to Julie Sargent, Business Executive of the Sandford Lido Ltd
(5)

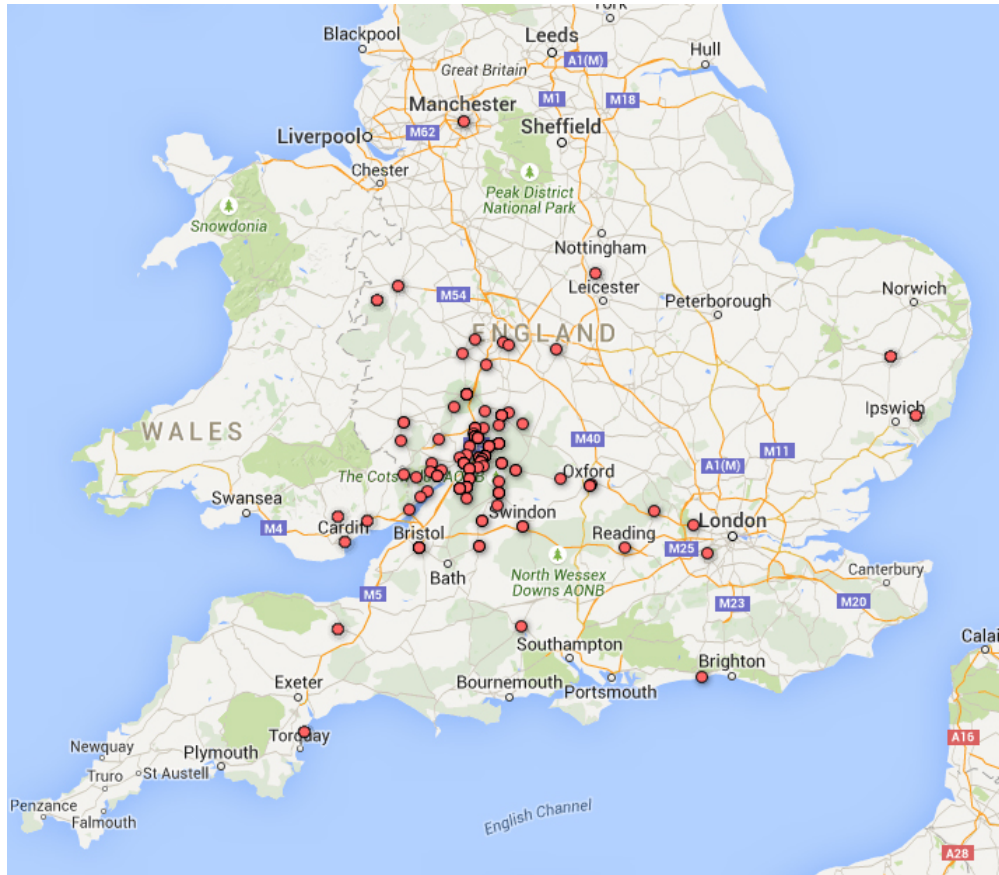
1.	Question from Councillor Harman
	The Lido is one of Cheltenham's gems. Can you outline your plans for the future in order that it continues to serve as a valued recreational facility?
	Response
	<p>We have strived to ensure Sandford Parks Lido remains a much loved and valued community asset and national treasure. It is recognised by the Heritage Lottery Fund as being nationally significant and the most complete lido of its type in the Country.</p> <p>We understand the need to maximise its potential whilst not compromising its heritage.</p> <p>We have significant plans for the future, finances permitting, such as:</p> <ul style="list-style-type: none"> • We have a twenty year rolling maintenance plan providing a detailed and structured approach to maintenance and capital projects. • We recognise the need to update our changing facilities to ensure excellent provision, access for all and to be more family friendly. The changing rooms were one of the first improvements we made back in 1997/98, but they are now in need of further updating to meet the needs of all our customers in 2015 and beyond. • We are exploring various options to reduce our carbon footprint and energy costs. We are currently in dialog with Cheltenham General Hospital to discuss a joint venture to utilise their excess heat generated to heat our swimming pool water. Furthermore we have been working closely with Unify Energy via Spota to investigate additional capital investment projects to improve energy efficiency. • We are currently looking at lengthening our lido season. We are open for 21 weeks and we shall be crowdfunding to finance an additional 4 weeks to run at the end of our 2015 season. • We are working with a local company at the possibility of hosting a winter event at the lido, which if successful could become an annual event. This event could happen as early as 2015. • We are well positioned to offer a design thinking approach towards optimising every facet of the organisation to develop as a sustainable business. • We are constantly looking to increase our stakeholders and diversify our core offering. <p>We need to extend our current business lease to enable us to sign up to long term contracts such as green energy schemes and to secure essential grant</p>

	<p>assistance to enable these plans to come to fruition.</p> <p>We have aspirations and targets which are reflected in our vision for the future where we continue to operate as a self-sustaining business. This is based on our business continuing to grow commercially whilst providing health, fitness and wellbeing for our community.</p> <p>We shall discuss our plans for the future of the lido in more detail during our presentation on the 29th June.</p>
2.	Question from Councillor Payne
	<p>Looking at the website, the management show some very inventive ways to draw in the crowds. The events do however look to be focused on Cheltenham residents. I would be interested to know the breakdown of local resident users to tourists.</p>
	Response
	<p>Our priority has been to ensure that all members of our community are able to enjoy our unique historic facility and that we meet the needs of our community.</p> <p>Events have evolved over the years and range in audience appeal thus adding to the rich arts culture available in Cheltenham.</p> <p>Our events and general admission pricing structures are set at a level to ensure value for money whilst meeting the needs of our community/tourists.</p> <p>We directly target tourists to raise our profile via social media, leaflet distribution via organisations such as tourist information centres and websites such as Explore Gloucestershire and Soglos and encourage them to visit Sandford Parks Lido for a day out or to come along and enjoy a live performance.</p> <p>Our lido is also featured on a regular basis on national TV, radio and newspapers.</p> <p>Whilst we do not have a breakdown of general visitor profiles regarding the number of tourists that utilise the lido, we do have data regarding the geographical spread of participants for events and those purchasing season tickets.</p> <p>The first map details the residential address for those participating in our annual triathlon. This event has been running now for eighteen years and attracts 760 participants from across the Country. This event also helps raise money for LinC who are based in Cheltenham General Hospital.</p>

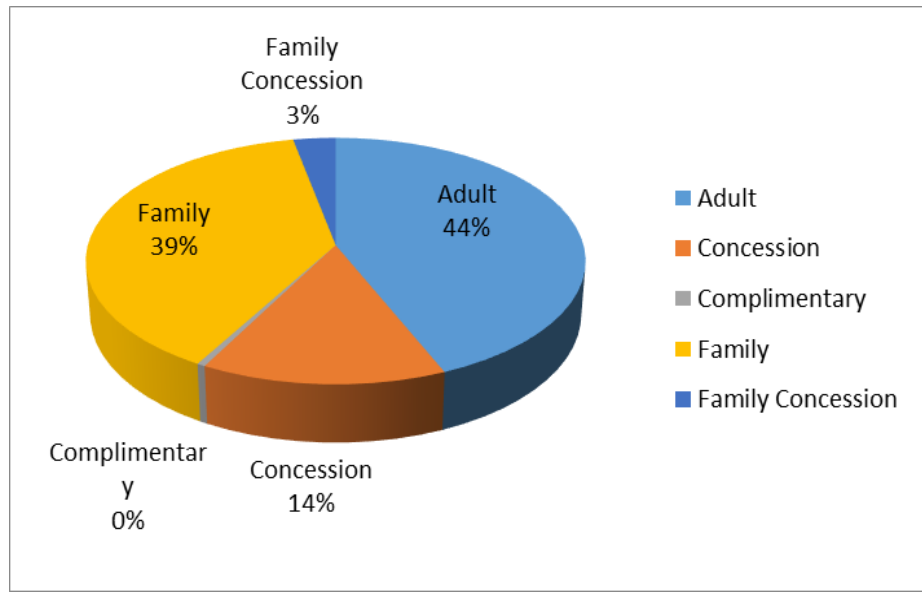
September Triathlon



This map shows the residential addresses for our current season ticket holders.



Season Ticket holders are broken down into the following categories:



	<p>Our season ticket sales have continued to increase year on year, to highlight the difference, in 1996 season ticket income totalled £15,580, subsequently there has been exponential growth reaching £128,518 in 2014.</p> <p>In the future we will continue to provide a range of events to attract both residents and tourists. We are currently looking to host an event which could take place during the winter months in 2015. This event will be of great interest to the residents of Cheltenham, but will also attract visitors to Cheltenham, specifically to the lido.</p>
3.	Question from Councillor Payne
	The Lido offers what I would describe as a very British experience; do you feel this is a sustainable format going forward?
	Response
	<p>The Lido was built at a time when there was an urgent need to improve the nation's health. This need remains, many people are now realising that they need to live a more active life and engage more as a family unit.</p> <p>Our lido is a significant attribute to Cheltenham, since 1996 we have received 2,812,230 visitors and we hope to break the 3 million this year. This is an average of 148,012 visitors per year, prior to 1996 it received an average of 97,261 visitors per year. However it's important that we continue to diversify and utilise the lido to its full potential.</p> <p>In answer to your question, yes it is sustainable but we need to keep the facilities in line with modern expectations which requires a continual program of considered incremental investment.</p>
4.	Question from Councillor Payne
	There has been a modest level of investment since 1996. What developments, if any, do you anticipate in say the next 5 years?
	Response
	<p>When the Lido was taken over by The Trust in 1996 its general condition was poor and it required significant capital investment.</p> <p>Over the past 19 years a total of £2,148,353 has been invested in general maintenance and facility improvements to the amenity.</p> <p>In 2010 The Trust commissioned Alder King Property Consultants to carry out a 20 year rolling maintenance plan. This is a live document which provides a structured Facilities Management approach for investment.</p> <p>The Alder King Plan identifies a further investment of £2.2m required by the end of our lease term in 2021, however the short term nature of our current lease inhibits us from applying for grants to aid with this investment; with this considered our investment target will aim to be circa £1m on priority works by 2021. (The plan requires circa £4.7m from 2021 to 2034).</p> <p>We currently hold a designated reserve fund of £350,000 this has been held to</p>

	<p>assist with maintenance works to the main pool infrastructure including all circulation and filtration which is estimated to be £700,000.</p> <p>After significant investment in our below ground infrastructure and the refurbishment of our small pool area, our next short to medium term plan will see a significant investment in our changing facilities.</p> <p>As stated in question 1 another short to medium goal will be to negotiate an energy saving heating link with Cheltenham General Hospital. However this may not be possible due to the short term nature of our current business lease agreement with Cheltenham Borough Council.</p> <p>For a Trust whose income relies so heavily on seasonal good weather, we have taken a managed and prudent view to expenditure, without the need for council funds or investment.</p> <p>We are proud that The Trust has become a self-sustaining amenity which adds considerable value to Cheltenham.</p>
5.	Question from Councillor Payne
	<p>What do you see as the greatest threat to the Lido future?</p>
	Response
	<p>Under the current business lease Sandford Parks Lido and its car park are secure until 2021.</p> <p>The current short term nature of the lease will present difficulties when applying for grant assistance for future capital works.</p> <p>The most important way in which Cheltenham Borough Council could support the lido would be to extend our current business lease, retaining all current terms and conditions thereby removing this uncertainty and protecting Cheltenham's jewel.</p>

Scrutiny Committee Presentation

Prepared by
Sandford Lido Limited

29/06/15

Presentation Schedule

1. Who Are We
2. The Importance Of Our History
3. The Lido's Survival
4. Our Conservation & Strategic Purpose
5. 19 Years Of Financial Investment
6. Our Structured Approach To Investment
7. Our Involvement With Our Community
8. What Do We Currently Do
9. Our Significant Achievements
10. What Is Our Vision For The Future
11. How Do We Achieve Our Vision For The Future
12. Our Values & What We Can Achieve Together
13. How Can Cheltenham Borough Council Assist The Lido To Secure its Future As a National Asset

Who Are We ?

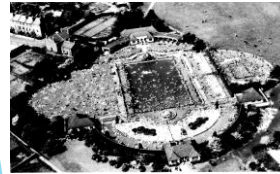
"WE ARE SANDFORD PARKS LIDO"

- We are an outdoor heated swimming resort situated in the centre of Cheltenham
- We are the very best and most significant Lido of its kind in Britain and as such we add great value to Cheltenham in terms of tourism and prestige
- The Lido is owned by Cheltenham Borough Council.
- It is professionally managed by Charitable Trust which is called Sandford Lido Limited.



The Importance of our History

Sandford Parks Lido Opened in 1935 Financed by a Ministry of Health Loan



It Soon Became a Great Visitor Attraction Engaging Tourism From the Midlands and the South West

The Importance of our History

With Cracks In The Swimming Pool Structure Cheltenham Borough Council Had to Fight to Keep The Lido Open as a Valuable Asset For Cheltenham



Out of the 420 outdoor swimming pools commissioned in Britain only 108 remain open.

The Lido's Survival

Sandford Parks Lido is loved by the community and has tremendous public support and this was demonstrated when the public lobbied to ensure its survival in 1995

Cheltenham Borough Council had the foresight to recognise its value so worked with a Dedicated Group Of Volunteers to form a Charitable Trust to secure and Protect Sandford Parks Lido for the future.

Our Conservation & Strategic Purpose

"To Safeguard Sandford Parks Lido and its Heritage as a Community Facility Providing a Wide Range of Innovative Events which Engage our Customers"

With this considered we are the first Lido to have a Professional Conservation Plan Which informs our decisions on a daily basis and helps us to apply for grants successfully. This is a working document which is reviewed annually.

Because of the facilities national significance our conservation is tremendously important; for all structural projects we either refurbish or replicate where ever possible to be true our facilities national heritage.

Total Facility Investment

£2,148,353

Our Involvement With Our Community

- Providing Free Days Out for 60 schools and good causes.
- We support 6 local charities through fundraising initiatives from our sporting challenges. (These are Linc, Maggie's, Pied Piper, Winston's Wish, Heidi's Herd's and Macmillan)
- We provide work experience for local schools and the National Star Centre.
- We are a water training venue for Gloucestershire Fire and Rescue.
- We are providing pool space for the ARRC Support Battalion Innoworth.
- We provide an outdoor playing space for St Johns school.
- We promote National Heritage culture by giving talks in our local community
- We support the youth development of Cheltenham Swimming and Water Polo Club through donating 40 seasonal memberships for young people.
- We support the regional economy through purchasing products and services from local companies whenever possible.
- We provide group bookings at a reduced rate for organisations such as Cubs, Scouts, Brownies, Guides, schools and other community groups
- We hire the lido to registered charities at a reduced rate enabling them to effectively fundraise for their organisation.
- We provide Community Payback placements for offenders.
- We offer concession entry rates to ensure the facility remains inclusive for all members of our community.

Our Significant Achievements

- Recognised as a nationally significant heritage facility.
- The best example of a 1930's Parkscape Lido in Britain.
- The only ASA confirmed and Approved 50m outdoor swimming pool in Britain.
- A recognised training facility for the 2012 Olympics and the 2014 Commonwealth Games. In partnership with the University of Gloucestershire and other key stakeholders we hosted the Malawian Olympic Commonwealth Teams.
- The fourth highest visitor attraction in Cheltenham, coming behind The Races, The Festivals and the town centre shopping.
- Our visitor numbers in 2013 broke all previous records at the lido recording over 206,000 visitors
- Recognised as one of the main contributors to making Cheltenham the best place to raise a family in Britain.
- We were listed in an article called "14 times we realised living in Cheltenham was the best" in the Echo newspaper. The 1st reason given was having the Cotswold on our doorstep, the 2nd reason was the lido.
- In 2010 we received a Cheltenham Civic Award for the refurbishment of the facility
- We have invested £2,148,353 in refurbishment, essential maintenance and improvements all in line with our conservation management plan and maintenance schedule.
- We have raised a total of £469,549 in grant assistance for a variety of projects.
- Surviving and operating continually and now Celebrating our 80th year anniversary.
- Developing Year on Year Membership growth since 1996

What Is Our Vision For The Future?



"To continue to provide an outstanding self-sustaining lido of the most significant kind in Britain, as a national community asset for the health, fitness and well-being of the population"



How Do We Achieve Our Vision For The Future?

Our commercial growth will come by continuing to increase our seasonal membership growth by providing excellent standards across the organisation in terms of customer safety, customer's service and improvements to our distinctive facility, such as refurbishing our changing rooms.

Other improvements will be to reduce our energy costs which will support our plan to extend the lido season, we are also currently looking to optimise the facility during the winter months by diversifying our events programme.

- We will also continue to commercially grow our business in line with our strategic objectives through the development of events and activities both locally and nationally. Our aim is to develop and promote high quality events.
- We will continue to Promote Health Fitness and Wellbeing to our community to attract customers
- We have a high media profile locally and an increasing one nationally which we will continue to utilise to further increase our profile and brand.

“Our Values & What We Can Achieve Together”

The values of Sandford Lido Limited are truly **“Not for profit”**, this is an inclusive facility that is here for all to use and enjoy. Our business reputation and popularity has grown tremendously over the last few years both locally and nationally.

We now have a large and significant array of stakeholders who value the lido and referred to it as “their lido” and we are able draw on their voluntary support for our events and activities. We know we have the backing and support of the people of Cheltenham and beyond.

The support we have received from the elected members has allowed this to happen and is key to maintaining our success in the future.

“How Can Cheltenham Borough Council Assist The Lido To Secure Its Future As a National Asset”



To Ensure we don't become one of the lost lidos we need Cheltenham Borough Council to extend our current business lease, retaining all current terms and condition to remove any uncertainty to protect Cheltenham's Jewel.

“Having proved our credentials over the past 19 years we would like to secure an extension of the current lease for a minimum of 30 years”



“Lets Work Together To Secure Cheltenham's Nationally Significant Lido”



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